

MOBILIZATION
STAFF

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30 July 1956

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Instructions on File

MEMORANDUM FOR: Director of Personnel

THROUGH: Deputy Director of Personnel for Planning and
Development

SUBJECT: Annual Report of Progress and Plans

JB 10 Aug

Transmitted herewith is the Mobilization Staff Report of Progress for Fiscal Year 1956 (Section I), Program Plans for Fiscal Year 1957 (Section II), and Progress Outlook for Budget Year for Fiscal Year 1958 (Section III).



Chief, Mobilization Staff

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MOBILIZATION STAFF

REPORT OF PROGRESS AND PROGRAM PLANS

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1 JULY 1955 - 30 JUNE 1956**

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SECTION I - MAJOR ACCOMPLISHMENTS AND SIGNIFICANT DEVELOPMENTS -
1 JULY 1955 - 30 JUNE 1956

1. Introduction

The Mobilization Staff completed its second full year of operation at the end of the report period. At the beginning of the year its personnel consisted of a Chief, three Personnel Research Officers (one military) and a Secretary-Stenographer. However, in December 1955 one Personnel Research Officer was released by the Staff for detail to the Contracts Division.

2. Relationships with the Department of Defense

- a. The CIA/Defense Ad Hoc Committee appointed near the end of the last reporting period to establish a military reserve policy for CIA completed its report on 8 September 1955. The recommendations of the Committee were approved by the Secretary of Defense and sent to the Service Secretaries for implementation on 30 December 1955 (Tab A).
- b. The Ad Hoc Committee recommendations required four major steps by the Agency, i.e., (1) submission of detailed military personnel mobilization requirements by service, MOS, grade, and number, (2) screening of all Agency military reservists to determine mobilization category, (3) submission of names of former employees having military reserve status for possible mobilization assignment, and (4) recommending certain civilian employees for commissioning to fill authorized mobilization requirements. Steps (1) and (2) have been completed and are discussed in detail in paragraph 3 and 4 below. However, steps (3) and (4) can be undertaken pending approval by OSD of the mobilization requirements.

3. Military Personnel Mobilization Requirements

- a. Because the administration and training of the Agency's employee reservists are keyed to the acceptance of our military personnel requirements by OSD, it was necessary to accelerate the development of military manpower requirements at a faster rate than that of the operational plans, on which ideally they should be based. Working from a series of assumptions which included wholesale conversion of overseas positions to military, conversion of civilian positions occupied by employee reservists to military, and adding positions required to man standby equipment overseas, it was possible to develop detailed listings by service, MOS, and grade, which were submitted to the Secretary of Defense by the DDCI on 4 December 1955. These listings totaled [REDACTED] officers and men.
- b. On 9 March 1956 the OSD returned the mobilization requirements for further study and review. The major reason for the return was the desire of OSD that the Agency make a clear distinction between civilian and military requirements. Its concern was

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that peacetime military ready reserve status and emoluments should not be extended to reservist employees who either would not be available for mobilization recall or whose job would not change materially in event of emergency. Accordingly, a review of the 3 December 1955 requirements was undertaken on a more selective basis as to military positions. This appraisal considered general factors such as theater manpower policies insofar as they could be determined and the maximum utilization of civilian resources by the Agency. The following specific criteria were established to determine whether a position within the CIA wartime organization should be military on the assumption that Agency positions were primarily civilian unless otherwise proven to be military:

- (1) The position requires military type qualifications such as demolition, weapons familiarization, infantry tactics, and evasion skills.
- (2) The position involves the accomplishment of relations between components of the military services.
- (3) The position involves [REDACTED] that the incumbent be a military person. 25X1A
- (4) The position is integrated into a military staff such as commanders and key staff officers in major military headquarters.

The review resulted in a considerable "scale-down" in the original estimate, largely at the expense of headquarters military personnel requirements. Total requirements for [REDACTED] military personnel were identified as to service, MOS, and grade as against the [REDACTED] originally submitted. As shown in the statistical analysis at Tab B, the Agency can meet thirty percent of this requirement from its own resources of detailed military personnel and eligible reservists. Revised requirements were forwarded to the Office of the Secretary of Defense on 24 May 1956. 25X9A2
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4. Action on Status of Employee Reservists

- a. On the basis of the recommendation by the Ad Hoc Committee that the Agency submit lists of employee reservists in three categories, CIA [REDACTED] on Status of Agency Reservists was published on 26 January 1956. (Tab C.)

Category 1 - Those reservists whom the Agency would make available for military recall and assignment against a CIA military requirement. (Ready Reserve)

Category 2 - Those reservists whom the Agency would make available for recall and assignment to the military service. (Ready Reserve)

Category 3 - Those reservists whom the Agency desired to defer from recall to continue in current civilian occupation. (Standby Reserve)

The first two categories would be given peacetime status of ready reserve under the Reserve Forces Act of 1955. The third category would automatically bring with it the status of standby reserve and individuals so classified would not be entitled to training duty with pay and other prerogatives of the ready reserve. Basic to this approach is the recognition by OSD that no Agency reservist would be recalled to active duty without the consent of the DCI, but that the Agency must declare itself now as to proposed utilization so that the benefits and prerogatives of the ready reserve would not be extended to individuals who would not be available to the Armed Forces in event of mobilization. Since the majority of Agency reservists are volunteers who have fulfilled their statutory reserve obligation, the Notice sought to obtain statements of preference from the individual as a starting point for the screening requested by OSD. Due to the time factor, overseas reservists were not canvassed but were placed in Category 1 pending their return to the United States. Statements of preference were screened against the mobilization requirements for military personnel as they existed at the time. Since Agency requirements for [REDACTED] military mobilization spaces exceed the number of reservists, it was possible to accommodate the individual preference in the great majority of cases. Problem areas involve those cases where the operating official and the individual differed as to utilization, and cases where an individual having a military reserve obligation elected standby status. These have been resolved with the exceptions noted below.

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- 25X9A2 b. As of 31 May 1956, [REDACTED] staff employees having military reserve status had been identified, screened, and machine coded by service, military serial number, grade, and MOS. The employee reservists were divided into the 3 CIA categories as follows. The [REDACTED] staff employees not yet categorized represent problem cases and stragglers on whom an early response is anticipated.

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Category 1
 Category 2
 Category 3
 (Category Undetermined
 (In LWOP Status)

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The [REDACTED] reservists assigned to CIA Category 1 are divided among the services as follows:

Army
 Navy
 Marine Corps
 Air Force
 Coast Guard
 National Guard
 Air National Guard

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- c. Category listings were forwarded to the Office of the Secretary of Defense on 26 March 1956. However, since OSD has not acted on the Agency's military personnel requirements, the military departments have been unable to proceed with the implementation of the Ad Hoc Committee recommendations on reserve manpower. In anticipation of approval, however, the Navy and the Marine Corps have established name listings for mobilization control purposes at Headquarters by which the assignment control of our officer reservists is assured. Until OSD approves the requirements, however, there are more employee reservists in the control program than there are spaces in the current Agency/Naval Complement. The practical and somewhat unexpected effect of this situation is the denial by the Navy, for reasons of Agency employment, of training duty pay to employee reservists in excess of the numbers and types called for on the present complement. Neither the Army nor the Air Force maintain control listings at Headquarters. The Air Force does cooperate by furnishing a special procedure for the Agency in connection with the supervisors certificate of release required of all Air Force ready reservists who are employees of the Federal Government. By special arrangement, these certificates are prepared in the Agency by the Office of Personnel for the individual to present to the reserve component. Ostensibly, they come from an Air Force Headquarters Unit specially named for the purpose, and the intent is to signify consent to release of the reservist for military duty in CIA in event of mobilization.

5. Review of War Plans

Operational War Plans submitted to War Plans Division, PPC, DD/P, by field planners became available to the Mobilization Staff on a routine basis for the first time during the current reporting period through the efforts of the Special Planning Assistant to the DD/S. Prior working relationships with War Plans Division were excellent, but access to plans was gained on a request basis only which meant there had to be prior knowledge of the plan on the part of the Office of Personnel. The following area and country war plans were received during the period and comments and recommendations submitted to the SPA/DDS.

a. Headquarters

Global War Plan for Clandestine Operations

b. Pacific Area

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c. Far East Area

Operations Plan CIAFFE No. 1-55

d. European Area

The following annexes to CIA/Europe Theater (Area) War Plan, 1 July 1956, were reviewed:

- Annex C - Organization
- Annex E - Redeployment
- Annex G - War Training
- Annex H - Liaison and Coordination
- Annex K - Evacuation

The following annexes to CIA/Europe/Middle East War Plan were reviewed:

- Annex B - National War
- Annex D - Administration and Logistics

6. Development of Emergency T/O Format and Emergency T/O

- a. As an aid in the submission of wartime personnel requirements in sufficient detail to enable Headquarters to prepare Emergency T/O's a Format was developed and forwarded to the Chief, PPC, DD/P, with the recommendation that it be dispatched to the field. (Tab D)
- b. The operational plans received during this period were in various stages of completion. In some instances, national war objectives were not yet clarified, while in others it was the military support operations that were not defined. Thus personnel requirements could not be definitely identified in most cases. Because of its completeness, the CIA/██████████ plan was selected for the development of a pilot emergency T/O, although it was presented as a limited rather than a general emergency plan. Accordingly, an Emergency T/O was developed from the data received in the operational plan, modified to include communications personnel as recommended by the Office of Communications. The emergency T/O structure included special provisions for identification of military personnel requirements and placed all CIA elements on a single command document, whereas current practice calls for separate T/O's for the station, for certain projects, and for the communication facility. The emergency T/O was approved by the DD/S on 3 May 1956 and passed to the Chief, PPC, DD/P with the recommendation that it be forwarded to the Chief of Station, ██████████ for an indication of these positions which could be filled by qualified personnel from current force in accordance with theater redeployment and evacuation plans.

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7. Civilian Personnel Mobilization Requirements

Headquarters requirements planning presents a different problem to that in the field, in view of the probability that Headquarters will

remain in a civilian status without profound organizational changes. Expansion therefore becomes a matter of intensifying present activity to cover twenty-four hour operation in some cases and shifts in emphasis in others. Requests for quantitative and qualitative estimates of Headquarters manpower requirements were issued and a brief recapitulation will serve to describe the results to date.

a. DD/P Complex

The DD/P stated on 25 January 1956 that Headquarters personnel requirements must await completion of a Headquarters Annex to the CIA/CS Global War Plan. Some changes would be required in the CS Headquarters organization in wartime in order to adjust to the character of the field organization. As a preliminary general assumption, it was indicated by the DD/P that the over-all personnel requirements for wartime CS Headquarters would be no less than the pre-war total, including Area Divisions and probably more. A policy of release of Headquarters reservists to fill increased Agency requirements for military personnel in the field was also indicated. At this point the known personnel planning requirements for DD/P headquarters can be stated only in terms of the need for replacement of [REDACTED] Category I reservists now serving therein.

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b. DD/I Complex

Two new activities requiring personnel in a military status are envisioned; i.e., the Armed Services [REDACTED] Center and the Armed Services Document Intelligence Center. Since there are approximately [REDACTED] Category I military reservists in the DD/I complex, a reserve replacement requirement is present in addition to an over-all expansion as yet unidentified. While considerable staff work remains to be done with respect to the nature and composition of the DD/I force, it is felt that efforts to date, in the way of preliminary study of staffing requirements, will shortly result in a positive and detailed identification of manpower requirements.

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c. DD/S Complex

In order that the support components might proceed to estimate manpower requirements, a forecast of total Agency personnel expansion both as to numbers and broad categories was furnished the Medical Staff, Office of Security, Office of Training, and Office of Logistics. A general outline of these planning forecasts is attached in statistical form at Tab E. A basic assumption was established that the personnel pipeline for U.S. Staff Personnel would start at Headquarters. Thereupon, the Medical Staff, the Office of Security, and the Office of Logistics developed detailed lists of their own manpower requirements in event of mobilization. Due to the difficulty of forecasting the retraining factor, Office of Training could not estimate their own requirements although the problem is still under study. The Office of Communications is a

special case inasmuch as there is not due to the volume or magnitude of its operations in relation to numerical expansion of the Agency. This Office has, of course, been in the forefront of the war planning problem and their recommendations for communications personnel are considered authoritative and complete. The Comptroller and the Office of Personnel have also prepared detailed personnel requirements. It is not planned to issue any formal mobilization T/O's for these submissions at this time, but rather to use the material as required in manpower reserve planning. There are approximately [redacted] employee reservists in Category 1 in the DD/S Headquarters components. Therefore, in addition to the over-all increase, a reserve replacement requirement is involved.

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6. Developments in the Civilian Reserve

a. National Defense Executive Reserve

CIA received authorization to establish a unit of the National Defense Executive Reserve immediately after the President signed an Executive Order directing the establishment of such a reserve. This matter was placed before the Career Council where approval in principle was obtained to Agency participation, using ODM authority with respect to nature of appointment, per diem, and travel payments for peacetime training, and protection from conflict of interest statutes. The development of candidates for the program is now under study since it is felt that the course of this program will be determined by the limited availability of the type of persons qualified.

b. CIA Civilian Specialist Reserve

Manpower requirements planning to date indicates the need for another and somewhat different type of reserve in addition to the Executive Reserve. This reserve would consist of technical and professional personnel having skills and knowledges requiring six months to a year or more to acquire. The following specific requests will serve to illustrate.

(1) The Office of Communications is extremely concerned about the current lack of provisions for trained reserve personnel to man its standby equipment now in place throughout the world. While some of this demand can be met by personnel furnished by the armed services, qualified civilian replacements for headquarters personnel would greatly facilitate this transition. Current estimates indicate a need for at least [redacted] such reservists.

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(2) The Office of Training is interested in having a number of psychologists in a reserve, owing to the training time required to familiarize personnel with Agency assessment techniques. A membership of approximately [redacted] psychologists is considered appropriate at this time.

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- (3) In addition to the above, personnel requirements estimates received from the Office of Security and the Comptroller indicate an additional requirement of approximately 100 technical personnel who would be required in the first phase of mobilization.
- c. Pursuant to the above, a Civilian Reserve Task Force has been established with the cooperation of the Office of General Counsel, Office of Training, and the Office of Communications. This task force is charged with the development of basic principles as to the nature of this reserve and the Agency's relationships with its members. It has been determined that Agency authority exists to institute such a program and the nature and terms of the appointment action have been developed. The procurement of candidates for the program is now under study.
9. Support Planning Committee
- a. While the major effort of the Mobilization Staff is directed toward personnel mobilization planning, it also participated in manpower planning for current and long-range operations. A member of the Mobilization Staff accompanied the DD/Pers/PD to all meetings of the Support Planning Committee which were called for the consideration of the General Plan for FY 1958, as well as Country Appendices and Area Programs prepared in support of the General Plan.
- b. During the reporting period the Staff cooperated in the preparation of Section IV--Personnel of Annex C to the General Plan, FY 1958 and reviewed and commented on all Country Appendices and Area Programs prepared by the divisions of DD/P.
10. Participation in Vital Materials Program and Headquarters Relocation Program
- a. Pursuant to the schedule contained in Office of Personnel Memorandum 40-150-10, 26 April 1956, the following material was forwarded for deposit in the Vital Materials Repository during the period.
- DOD Ad Hoc Committee Report on Military Reserve Policy for CIA Military Personnel Mobilization Requirements (Pending approval by OSD)
 - Lists of Agency Employee Reservists by Category
 - Wartime Preparation Reports
 - Personnel Mobilization Operating Procedures (draft)
 - Office of Personnel Mobilization Plan
 - Office of Personnel Comments on War Plans
- b. In preparation for Operation Alert 1956, members of the Staff worked with other offices in Personnel, Comptroller, General Counsel, Commo, and Logistics to prepare recommendations for the DD/S on personnel policies concerning payment, per diem, and travel for participants.

SECTION II - OBJECTIVES FOR CURRENT YEAR AND STATUS OF CURRENT PROGRAM
FOR 1 JULY 1956 - 30 JUNE 1957

1. Personnel Mobilization Planning

The Staff will continue to provide full time planning support to operational plans and to maintain the administrative follow-through with the Department of Defense on personnel matters of mutual concern. A high priority will be given to the completion of detailed manpower requirements which are considered to be the key to all reserve planning. (Tab F) The other major phases of personnel mobilization planning, namely, the redeployment planning of current force and the procurement and training of a reserve force, follow upon the completion of the requirements planning. Administrative and planning problems arising in the several areas do not permit strict observance of the ideal sequence. Nevertheless, the orderly attention to these three phases of the program (see chart at Tab F) is the major objective. Supplementary objectives for the forthcoming period are as follows:

a. Establishment of CIA (U.S. Staff) Force Basis.

As can be seen from the account of personnel requirements planning to date, it is still not possible to establish a planned wartime strength figure. This force basis can only come as a result of a two way exchange between operational and personnel planners, and as the result of balancing gross requirements and the estimated availability of personnel. Once established, such a planning figure would lend considerable guidance not only to the support components, but to operational planners as well since the Agency program is subject to an unusual degree to the limitation of available qualified personnel. It is a primary objective of the Office of Personnel to present a specific recommendation on this matter during the next reporting period, providing operational plans continue to develop as indicated.

b. Coordination of Personnel Allocation at Service Level.

At such time as military personnel mobilization requirements are approved and allocated by the Office of the Secretary of Defense, the Office of Personnel will work with each of the military departments so as to insure the proper conversion of Agency requirements to formats and procedures of the individual military departments. This is necessary to avoid misunderstandings and to fulfill the Defense Ad Hoc Committee recommendation as to technical details. It may also be possible during the course of this process to obtain the designation of non-CIA military reservists to fill requirements which are in excess of Agency capability.

c. Procurement of Reserve Personnel

- (1) Military. Assuming that military personnel requirements will be approved by the Department of Defense and allocated to the military services, every effort will be made to locate and obtain the mobilization assignment of military reservists outside CIA who are qualified to fill authorized Agency military mobilization requirements.
- (2) Civilian. As soon as the basic plan has been approved and civilian personnel requirements are identified in sufficient detail, procurement effort will be made to obtain qualified personnel for both the CIA unit of the National Defense Executive Reserve and the CIA Specialist Reserve under special forms of agreement now under study.

d. Mobilization Assignment and Training of Overseas Employee Reservists

The problem of availability for mobilization and peacetime training of employee reservists serving overseas continues to be a source of considerable concern. Agreements reached at Secretary of Defense level have not yet been disseminated to the military services or CIA field. To date, the matter of peacetime training of overseas reservists has been handled locally through variable understandings of military field commanders which have to be renegotiated each time there is a change in military command. Current screening procedures being instituted by the military departments to ensure mobilization availability of the Ready Reserve in accordance with the Reserve Forces Act of 1955 have increased the difficulty of obtaining such understanding. For example, the Department of the Air Force is currently requiring certificates from the supervisors of federal employees ensuring that they will be available for military service upon mobilization. Approval of the certificates by the Agency constitutes release of the employee since the units to which reservists are assigned for peacetime training expect them to be available to complete their strengths in wartime. As a matter of administrative policy, all employee reservists serving overseas have been placed by CIA in Category 1, namely, available for active military service and assignment to CIA. A possible solution to the problem which has been proposed by the Chief of Station, [REDACTED] and Senior War Planners Europe, would be joint service mobilization units in the field to which all CIA employee reservists serving overseas could be assigned. However, the peacetime reserve programs, organizations, and procedures of the various military services are different and current negotiations with the Secretary of Defense indicate that they will remain different. In lieu of a joint service mobilization unit in the field, it is the objective of the Office of Personnel to arrange with the headquarters of the military service concerned to document the records of the employee

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reservists serving overseas in such a manner that they may be attached to reserve training units for peacetime training with the understanding that they would be available upon mobilization only to fill military requirements in CIA. If such a mechanism can be developed on a secure basis with the approval of the four services involved, the problem of the overseas employee reservists in maintaining reserve status will be greatly eased.

e. Personnel Mobilization Planning Guide.

It is considered desirable to consolidate and formalize the procedures developed over the past year in the field of personnel mobilization planning. Consequently, the draft of a Personnel Mobilization Planning Guide [REDACTED] has been forwarded to the Special Planning Assistant to the Deputy Director (Support) and members of the Support Planning Committee for coordination. It is expected that this Handbook will be published in the near future.

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f. Check List of Emergency Actions and Delegations

- (1) Insofar as possible, the administration and management of Agency personnel on or after M-Day will be governed by existing rules and regulations. However, CIA forces in theaters of operation will be subject to the personnel policies and procedures prescribed by the U.S. Commander-in-Chief. It is contemplated that some modification of current procedures will be necessary, especially in the following fields:

- Delegation of authority to CIA field commanders
- Local procurement of military personnel
- Tours of duty
- Local security clearances
- Local medical clearances
- Conversion of CIA civilian to military status
- Promotion
- Decoration and Awards
- Discipline, law, and order
- Records and reports

- (2) While specifics will vary by area and according to military services concerned, the Office of Personnel will endeavor to prepare a staff manual of procedures which would provide guidance for personnel engaged with the preparation of plans in theaters of operations and which will serve as a check list for transition to wartime procedures.

2. Personnel Planning in Support of Current Operations

- a. The Staff will continue to provide personnel planning support

for current operations through the review of the General Plan and Country and Area appendices to the General Plan.

- b. In order to provide an understanding at the "Desk" level of the problems involved in personnel planning and the action required to overcome or circumvent these problems, a Personnel Support Planning Guide has been drafted. It is expected that this Guide will be published in the near future, either as an appendix to

provide an outline of the capabilities and limitations of the personnel services furnished by the Office of Personnel and some methods and techniques for arriving at personnel requirements. It will also serve as a basic reference for consideration by all echelons in the clandestine service planning cycle in the development of personnel support requirements for a project, country, or area program.

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SECTION III - PROGRESS OUTLOOK FOR BUDGET YEAR FOR THE PERIOD
1 JULY 1957 - 30 JUNE 1958

The objectives outlined in Section II for the period 1 July 1956 to 30 June 1957 will pertain for this period in that the Mobilization Staff will be concerned with the continued review and analysis of the personnel aspects of mobilization plans and the procurement, assignment, and administration of civilian and military reservists.

A

December 30, 1955

MEMORANDUM FOR THE SECRETARY OF THE ARMY
THE SECRETARY OF THE NAVY
THE SECRETARY OF THE AIR FORCE

SUBJECT: Report of the Defense Ad Hoc Committee on a Military
Reserve Policy of the Central Intelligence Agency

The recommendations contained in subject report, dated 8 September 1955, are approved, except that Recommendation Number 3 is modified to include: "The Agency should supply the officer designator code for Naval Reserve Officers."

Information concerning action being taken by the Central Intelligence Agency pursuant to subject report is contained in Inclosure 1.

Request you take action to implement Recommendations 5 through 8 of subject report upon receipt of appropriate data from the Central Intelligence Agency.

/s/

Carter L. Burgess

1 Inclosure
Memo fm Genl. Erskin
10/31/55

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31 October 55

MEMORANDUM FOR THE ASSISTANT SECRETARY OF DEFENSE (MP&R)

SUBJECT: Military Reserve Policy for the Central Intelligence Agency
(CIA)

REFERENCE: My Memorandum, Same Subject, Dated 4 October 1955

1. As anticipated in paragraph 3 of reference memorandum, CIA comments on the report of the Defense ad hoc Committee pertinent to this subject have been received.

2. CIA has initiated action in implementation of the recommendations made by the ad hoc Committee. Detailed mobilization requirements for field operation are nearly complete and will be furnished the Department of Defense about mid November. These requirements will, in the future, be kept under study in order that revisions can be made concurrently with changes in mobilization plans.

3. CIA has been screening its Reservists as recommended by the ad hoc Committee, and a list is being prepared which should be available to the Department of Defense about the first of March.

4. CIA states that the recommendations of the ad hoc Committee, which would permit giving Agency mobilization assignments to former Agency employees and in some instances retired officers, likewise, the opportunity of directly commissioning a few qualified individuals, will be of considerable assistance in mobilization planning and preparation. Of course, CIA expresses disappointment in the Committee's report in that it was unable to evolve joint policies and procedures governing Reservists holding mobilization assignments to CIA similar to those established for the Selective Service. CIA agrees that the majority of the training must be of a service nature, but feels that greater recognition should have been given to the need for some departure from individual service training in order to qualify Reservists to serve efficiently with a joint staff activity which the CIA elements in the wartime theater would be.

5. In general, CIA seems, with the one exception noted, to be quite pleased with the outcome of the ad hoc Committee's deliberations. It is noted that CIA would like the opportunity in the future of joining in similar forums designed to discuss common problems in this field.

/s/

G. B. ERSKINE
General, USMC (RET)
Assistant to the
Secretary of Defense
(Special Operations)

Prepared by:
Lt Col BJSmith/cc/28 Oct 55
OSO-OSD 73877 3E 1031

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OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON 25, D. C.

September 8, 1955

MEMORANDUM FOR THE SECRETARY OF DEFENSE
ATTN: Assistant for Special Operations

SUBJECT: Report of the Defense Ad Hoc Committee on a Military Reserve
Policy for the Central Intelligence Agency

Reference: Memorandum from the Secretary of Defense to Captain S. S.
Bowling, USN, dated July 5, 1955, subject: Defense Ad Hoc
Committee on a Military Reserve Policy for the Central
Intelligence Agency

Verbatim Extract (page 6-8)

* * * * *

"RECOMMENDATIONS: The committee recommends:

1. That as a matter of urgency affecting mobilization readiness the Central Intelligence Agency submit to the Secretary of Defense at the earliest practicable date the estimated mobilization requirements of the Agency for military personnel. These estimated requirements should be by service, grade, skills (Army and Marine Corps Military Occupational Specialty, Navy officer Billet Code, and Air Force Specialty Code, etc.), numbers, and the time phasing by which these requirements are to be filled (N, M/1, M/2, etc.).
2. That the Secretary of Defense coordinate these estimates with the Joint Chiefs of Staff and the military departments concerned and establish the authorized military personnel mobilization requirements of the Agency, as soon as possible.
3. That the Central Intelligence Agency submit to each of the military departments through the Secretary of Defense a roster of all the employees of the Agency who have military reserve status in that department, under three headings; the first heading to include those whom the Agency desires and will make available to fill its approved military personnel mobilization requirements, the second heading to include those whom the Agency will make available for other mobilization assignments, and the third heading to include those whom the Agency wishes deferred from military service to continue their civilian employment with the Agency. These rosters should reflect the name, rank, serial number, and military specialty of each person, and the branch of service for Army reservists.

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4. That the Agency submit additional lists of (a) Former Agency employees whom the Agency believes to have current reserve status, and who are desired to fill authorized Agency military mobilization requirements, (b) Agency employees whom the Agency recommends for appointment in the Armed Forces to help fill its authorized military mobilization requirements in the event qualified personnel are not otherwise available, and (c), retired officers desired on wartime duty with the Agency.

5. That upon receipt of these lists, the military departments assign the reservists desired by the Agency against the Agency's authorized mobilization requirements for military personnel (subject to other overriding requirements), and otherwise assign or screen the remainder of the reservists as appropriate. That the employees recommended for commissioning be considered on an individual basis in the light of requirements, availability of other qualified personnel, and the qualifications of the persons concerned, and that the assignment of any retired officers recommended be considered favorably subject to other overriding considerations.

6. That the military departments prepare as rapidly as possible to fill the remainder of the Agency's mobilization requirements for military personnel.

7. That the reservists having mobilization assignments within the authorized military requirements of the Agency, be assigned to training categories and pay training groups as appropriate by the departments concerned, and that training organizations be established by the departments which will permit joint instruction where indicated. That this training be administered and conducted by the military departments, and that ample opportunity be afforded all Agency reservists to participate in such training in a paid or unpaid status as appropriate and to perform active duty for training, in order that they may maintain active reserve status and qualify for the promotion and retirement benefits associated therewith.

8. That the military departments continue to study means of enabling overseas reservists to maintain their promotion and retirement status, and that Agency reservist-employees before going overseas check thoroughly with the Departments concerned regarding the means already available."

TAB

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TAB *c*

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NOTICE

(Attachment)

PERSONNEL
10 January 1956

TO:

(Operating Official)

SUBJECT: Statement of Preference by Reservist as to Mobilization Assignment

(1) In event of war or national emergency, I prefer to serve in

☐ Category 1 (Ready Reserve; assigned to CIA on active duty)

☐ Category 2 (Ready Reserve; released to the Armed Forces on active duty)

☐ Category 3 (Standby Reserve; deferred from active duty)

(Check one of the above boxes only)

Preference for duty and location (Categories 1 or 2 only)

(2) I have no decided preference and will serve in whatever status my services may be most advantageously utilized.

☐ No preference

Remarks:

Typed Name and Signature of Reservist

Rank and Branch of Service

Date

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NOTICE

(Attachment)

PERSONNEL

10 January 1956

Endorsement 1

TO:

(Head of Appropriate Career Service)

FROM:

(Operating Official)

1. Forwarded recommending (approval) (disapproval). Strike out one.
2. Remarks:

Signature

Date

- - - - -

Endorsement 2

TO: Director of Personnel

FROM: Head of the _____ Career Service

1. The Statement of Preference indicated is (approved) (disapproved).
Strike out one.
2. Remarks:

Signature

Date

This Notice Expires 1 January 1957

NOTICE

PERSONNEL
10 January 1956

STATUS OF CIA MILITARY RESERVISTS

1. GENERAL

The Reserve Forces Act of 1955, P.L. 305, 84th Congress, directs the military services to maintain continuous screening of the Ready Reserve in order to ensure that no significant attrition will occur in event of mobilization. Changes in service policies and procedures necessitated by the provisions of this Act, promulgated or planned, make it necessary to review the military reserve status of Agency employees.

2. POLICY

- a. As a result of agreements with the Department of Defense, reservist employees of the Agency will be utilized in a national emergency in one of the following categories, dependent upon the needs of the Agency and the qualifications and interests of the individual.
 - (1) Category 1 - Ordered to active duty and assigned to the Agency to fill a CIA military manpower requirement approved by the Secretary of Defense. (Ready Reserve)
 - (2) Category 2 - In exceptional cases, released from the Agency for active duty with the military, when the best interests of the Government and the individual are thereby served. (Ready Reserve)
 - (3) Category 3 - Deferred from active duty to continue in their current civilian occupation. This category automatically results in assignment to the Standby Reserve in accordance with existing legislation. This, in brief, means that although the reservist remains subject to military control under appropriate conditions, Selective Service must first determine his availability for active military service. Standby Reservists who perform reserve training are eligible for and entitled to the award of retirement and promotion point credits just as in the case of the Ready Reserve, but it is not anticipated that they will be paid for such participation.
- b. Because of the importance of maintaining as many employee reservists as possible in a Ready Reserve status to meet CIA's immediate military requirements in event of mobilization, as well as to meet current operational requirements which develop from time to time, reservists are urged to elect, and Operating Officials and heads of career services to approve, placement in Category 1, unless continuation of duty in a civilian capacity is clearly indicated in the interests of national security.

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NOTICE

PERSONNEL

10 January 1956

3. RESPONSIBILITIES

- a. Operating Officials or Heads of Career Services, as appropriate, are responsible for the initial determination as to utilization, with due regard for the qualifications and interests of the individual reservist and the needs of the organizational element concerned.
- b. The Director of Personnel is responsible for recommending the mobilization category to the Department of Defense, with due regard for the needs of the Agency as a whole. He will furnish guidance and assistance to the Operating Officials concerned and will accomplish the coordination and direction required to ensure submission, by 1 March 1956, of the information requested by the Secretary of Defense.

4. PROCEDURES

- a. In accordance with Department of Defense agreements, the determination as to category must be made and listings submitted at the earliest practicable date. Therefore, it is desired that each employee reservist, except those on foreign field duty, complete the attached "Statement of Preference by Reservist as to Mobilization Assignment" and return it to the Operating Official concerned. In order to meet established commitments, completed questionnaires must reach the Director of Personnel not later than 1 February 1956. Employee reservists serving outside the United States will be placed in Category 1 (Ready Reserve) pending their return to the United States.
- b. Statements of Preference with the recommendations of the Operating Official (Endorsement 1) will be forwarded to the Head of the appropriate Career Service. Statements of Preference with the approval, disapproval or recommendations of the Head of the appropriate Career Service (Endorsement 2) will be forwarded to the Director of Personnel. In the case of disapproval of the individual's preference by either the Operating Official or the Head of the appropriate Career Service the reasons for disapproval will be given. The Office of Personnel will consult with individuals when it is not possible to accommodate their stated preference.
- c. Individual Statements of Preference will be matched against CIA military requirements, first in the office of present assignment, and then in the Agency at large, before the Director of Personnel will make any commitment regarding release to the military service.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

Attachment

DISTRIBUTION: AB

All Employee Reservists

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L. K. WHITE
Deputy Director
(Support)

TAB *D*

PROPOSED TABLES OF ORGANIZATION (EMERGENCY SERIES)

SECRET

(Organization)							
(1) STAFF ORGANIZATION	(2) DUTY TITLE	(3) CLASSIFICATION TITLE	(4) OCC.CODE/GRADE	(5) POS # & PRIORITY	(6) CATEGORY (MIL/CIV)	(7) AVAILABLE FROM CURRENT FORCE	(8) REMARKS
OFFICE OF CMDR	Commander	Area Ops Officer	GS-0136.01-15	PM 0001 *	Civ	BFF 1234	Pos #MIL/C requires transport pilot
	Chief of Staff	IO-FI	GS-0136.51-14	PM 0020 **	MIL		
	Secretary	Secretary-Steno	GS-0318.01-06	PM 0040 **	Civ		
	Driver	Chauffeur	GS-2210.01-05	PM 0060 *			
PLANS & OPS STAFF	Chief, P&O St	Area Ops Officer	GS-0136.01-13	PM 0080 *	Civ	BFF 5678	
	U/W Staff Of	Paramil Officer	GS-0136.11-11	PM 0100	MIL		
U/W Branch	U/W Staff Of	Escape and Evas Of	GS-0136.12-11	PM 0140 **	MIL		

INSTRUCTIONS FOR PREPARATION

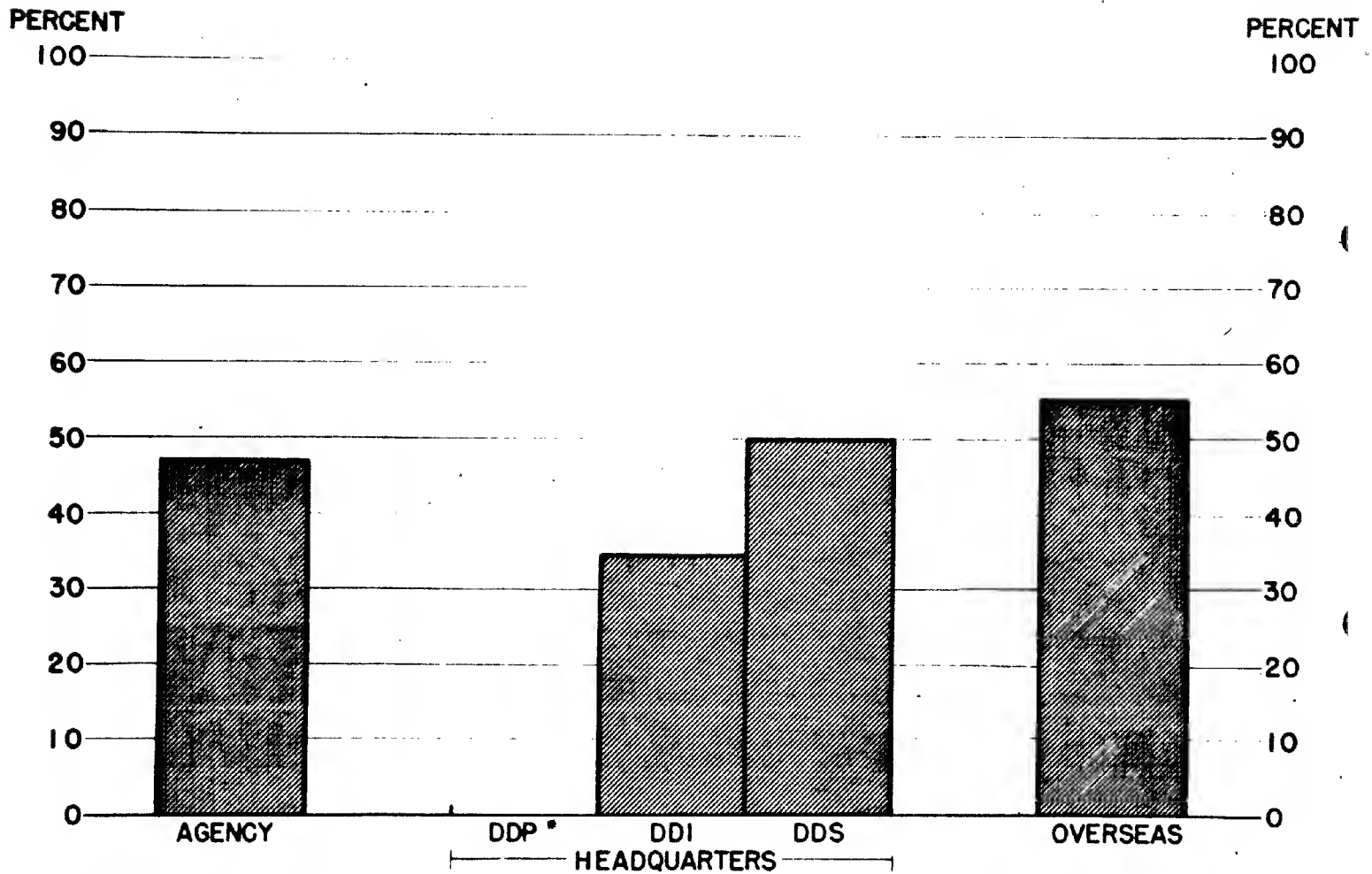
- (1) For ease of identification and accounting, separate all staffs, divisions, branches, and sections.
- (2) Indicate duty title which best describes the position (Reports Of, E&E Of, Mag Gen Chief, etc.).
- (3) If known, indicate KUBARK classification title which best fits the position. If proper classification title is not known, this column may be left blank to be filled in by Headquarters, but brief description of duties should be given under Remarks.
- (4) Indicate appropriate occupational code if known. If not known, the code will be inserted at Headquarters. The recommended GS grade should be indicated for each position. If the position is recommended as military, the recommended GS code and grade will be converted to the proper military MOS and grade by Headquarters.
- (5) a. Using the organizational codes attached, number each position as indicated, using only every 20th number to allow for future changes in T/O. Since each organization in the major command has been identified by a letter code, the first position in each organization will be assigned the number 1, etc.
b. Priorities will be assigned as follows:
* Required on M-Day for emergency transition plan
** Required between M-Day and M+6 months
Positions without asterisks required subsequent to M+6 months.
- (6) Indicate whether position should be filled by military or civilian. Leave blank if there is no preference. If military, indicate under Remarks special qualifications required such as pilot, boat handler, etc.
- (7) Indicate positions for which qualified personnel are available from current force by entering current T/O position number.
- (8) Give brief description of duties where necessary. Also indicate any special qualifications required which are not otherwise

SECRET

TAB

E

ANTICIPATED EXPANSION



*UNDETERMINED

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TAB *F*

S-E-C-R-E-T

